

The National Weather Service Correspondence Handbook

Prepared by:

**Executive Affairs Office
Office of the Assistant Administrator
for Weather Services**

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CHAPTER 1: INTRODUCTION

This Handbook governs the preparation and use of all National Weather Service (NWS) correspondence and all correspondence prepared by NWS for signature at the National Oceanic and Atmospheric Administration (NOAA) and Department of Commerce (DOC) levels. Our intent is to be consistent with the NOAA Correspondence Handbook and the Government Printing Office (GPO) Style Manual. Your first point of reference is, however, the NWS Correspondence Handbook.

NOTE: Although this Handbook addresses the preparation of correspondence for the Assistant Administrator for Weather Services (AA) and the Deputy Assistant Administrator (DAA) signatures, the procedures would also apply to correspondence prepared for an Office Director (OD) or Regional Director (RD).

Inquiries about correspondence procedures may be directed to the NWS Executive Affairs Office (EA) at (301)713-0675.

CHAPTER 2: ROLES OF EXECUTIVE AFFAIRS/ACTION OFFICES

Executive Affairs (EA) Responsibilities

NWS EA is the focal point for all correspondence prepared for signature by the Assistant Administrator and the Deputy Assistant Administrator, and has the following responsibilities.

- EA will review incoming correspondence and direct it to the appropriate office for action or information purposes. EA's correspondence analyst will assign the action, determine the due date, and prepare an NWS Correspondence Control Sheet.
- EA will forward the original of the incoming correspondence and a control sheet to the appropriate office for response. Copies of the incoming and the control sheet are also forwarded to those offices indicated as receiving a courtesy copy (cc).
- If the action is an "A Priority" (determined by NOAA/DOC with a short turnaround), EA will hand-carry a copy of the control sheet and incoming to the appropriate office for action. Until the response is signed by the AA or DAA, an office manager and focal point from the action office must be available.
- EA will track correspondence to ensure its timely response.
- EA will review all correspondence prepared for signature by the AA and DAA to ensure compliance with all NWS/NOAA/DOC correspondence procedures.
- EA is responsible for the electronic transmission to NOAA of all NOAA/DOC controlled correspondence. EA will retain the official file until it receives a copy of the signed and dated response from NOAA.
- EA will close a correspondence action upon receipt of the appropriate documentation from the action office.
- EA will be responsible for the distribution of all responses to congressional correspondence and will maintain the official file of all congressional correspondence.

Action Office Responsibilities

The NWS action office is that NWS element which has primary interest in the subject matter of the correspondence. It is therefore the action office's responsibility to prepare a reply, and to assemble the correspondence package for the AA or DA for signature. The action office's responsibilities are set forth below.

A. Timeliness

In order to meet due dates to EA, NOAA, DOC, or external organizations, action offices must adhere to the following procedures, and must ensure timely responses to all correspondence.

- The Office Directors and Regional Directors are responsible for meeting due dates.
- Extensions to due dates will not be granted.
- Consult immediately with EA if you receive correspondence which you believe has been erroneously assigned to you.
- If the incoming correspondence does not require a written response signed by the AA or DAA, it is the responsibility of the action office to advise EA what alternative action will be taken. A correspondence action cannot be closed except through a written response or statement submitted to EA, such as the following.
 - A response may be signed at the Office Director or program officer level; a copy of the signed and dated response must be received by EA by the due date.
 - An e-mail may be sent by a representative of the action office to the author of the incoming correspondence; a copy of the e-mail must be received by EA by the due date.
 - If a phone call to the correspondent was made by a representative of the action office, and no further action is required, the action office must e-mail EA a record of the phone call. Include the date and names of the persons involved in the phone call.
 - If no response or action is required, advise EA by e-mail by the due date of the decision.

If the document to be signed by the AA or DAA is internally generated, the date by which the action office needs the file signed/returned must be indicated on the Signature Cover Sheet. Indicate the date in the "Other Information" block on the sheet. Plan on the clearance/signature process taking at least 2 working days once the proposed correspondence arrives in the Executive Affairs Office. Therefore, build in sufficient time for clearance to meet your requested date.

B. Coordination

It is the responsibility of the action office to coordinate all correspondence and documentation requiring the signature of the AA or DAA with all necessary organizational elements before it is submitted to EA.

All responses to congressional correspondence will be coordinated as follows.

- **General Counsel for Weather (GCW) Coordination.** All correspondence to be forwarded to NOAA or DOC for signature and all responses to Members of Congress or Members of the President's Cabinet must be coordinated with GCW. GCW clearance and/or comments must be part of the correspondence package submitted to EA.
- **Legislative Affairs for Weather (LAW) Coordination.** All responses to Members of Congress or Members of the President's Cabinet must be coordinated with LAW. LAW clearance and/or comments must be part of the correspondence package submitted to EA.
- **Regional Coordination.** All responses to Members of Congress must be coordinated with the appropriate Region. Coordination can usually be with the drafter's counterpart in the Region. However, if the issue involves setting national policy, the Regional Director must coordinate on the response.

In addition to the above coordination guidelines for congressional responses, several other specific issues require additional coordination.

- **Programs Affecting Several Offices or Regions.** All responses to correspondence regarding issues affecting more than one program office or region must be coordinated with those other offices (e.g., NOAA Weather Radio, missed warnings, office closures).
- **Financial or Personnel Issues.** All responses regarding financial or personnel issues must be coordinated with the Office of the Chief Financial Officer/Chief Administrative Officer (CFO).
- **NWSEO Issues.** All responses regarding the National Weather Service Employees Organization must be coordinated with the Management and Organization Division of the Office of the CFO.

C. Clearances

It is the responsibility of the action office to obtain and document all necessary clearances. All action offices should adhere to the following procedures.

- Only clearances by the appropriate Office Directors or Regional Directors (or representative) must be obtained on all correspondence packages and indicated on the Signature Cover Sheet. (An example of the NWS Signature Cover Sheet follows this section.) Clearances from Branch and Division staff are not included.
- When substantive changes have been made during a rewrite, the document must be coordinated and cleared again. The Signature Cover Sheet must be updated to indicate the new clearances.

The following guidelines apply to all NWS correspondence.

- Congressional responses must be cleared by the Office of Legislative Affairs (LAW) and the General Counsel (GCW).
- All correspondence referring to budget issues must be cleared by the Chief Financial Officer (CFO).
- Correspondence on regulations or civil and administrative cases must be cleared by GCW.
- Memoranda of Agreement and Memoranda of Understanding must be cleared with the GCW and the Department of Commerce's (DOC) General Counsel.
- All responses to the Inspector General's (IG) Office and the Government Accounting Office audits must be cleared by CFO. Responses to the IG investigations should receive minimal clearance and minimal distribution.

D. Distribution

After signature by the AA/DAA, correspondence will be date stamped by EA, and the original response and the file will be returned to the action office for distribution. Other than for congressional responses, it is the responsibility of the action office (not EA) to maintain the official file (with incoming, list of clearances, etc.).

Regional Congressionals: When congressional correspondence is received in a regional office, and a response is prepared for signature by a Regional Director, a copy of the incoming and the signed and dated response must be forwarded to EA.

E. File Maintenance

It is the responsibility of the action office to maintain the official file (with incoming, list of clearances, etc.) for all correspondence other than for congressional responses. EA will maintain the official files for all congressional correspondence.

Correspondence to:	
Subject:	Briefly state the topic or issue of the incoming correspondence. For example: "NWR transmitter in Iowa."
What is requested: (from incoming correspondence)	Briefly state the action the writer of the incoming correspondence wants NWS to take. For example: "Put an NWR transmitter in Calhoun County." If there is no incoming correspondence, leave this block blank.
Response says:	Summarize the content of the response.
Special Handling Instructions: (check box if appropriate)	<input type="checkbox"/> Package being sent electronically to NOAA ExecSec, signed cover memo to be faxed <input type="checkbox"/> Bulky enclosure being retained in MB32 or originating office. It will be provided upon request <input type="checkbox"/> Explanatory memo under cover sheet outline <input type="checkbox"/> NOAA calling for response
Other information:	Briefly state any additional information the signer should be aware of. If the document to be signed was internally generated, indicate the date by which you need the file signed/returned.
Drafted by: Office/Phone #	Use the following format: Routing code - Full name - phone number
Recommendation:	Sign Do not enter anything in this block.

Cleared by:

Name: (Routing Code, Print Name, and Signature)	Date:
Enter the routing code, name, and signature of the Office Director (no other clearances from the action office are necessary on this cover sheet).	
Enter routing codes, names, and signatures of any necessary coordinators, e.g., GCW or LAW.	
EA - (name of Chief of Executive Affairs)	
Wx1 - John E. Jones, Jr. (not necessary if DAA will sign response)	
NOTE: When substantive changes have been made during a rewrite, the document must be coordinated and cleared again. The Signature Cover Sheet must be updated to indicate the new clearances on such a rewrite.	

CHAPTER 3: STATIONERY

The stationery used should be that of the person signing the correspondence. All correspondence prepared for the signature of the Assistant Administrator for Weather Services and the Deputy Assistant Administrator for Weather Services must be submitted to EA on the appropriate letterhead. Within the NWS headquarters, the Assistant Administrator, the Deputy Assistant Administrator, and the Chief Financial Officer/Chief Administrative Officer each have their own letterhead. Letterhead for the Assistant Administrator and the Deputy Assistant Administrator may be obtained only from the Executive Affairs Office.

All correspondence prepared for signature by other persons located in NWS headquarters in Silver Spring, Maryland, is printed on "generic" NWS stationery. This would include correspondence prepared for the signature of the Permanent Representative of the U.S. with the World Meteorological Organization.

Correspondence prepared for signature by officials at NOAA and DOC should be submitted to EA on plain bond paper. This correspondence will be electronically transmitted to the NOAA Executive Secretariat where it will be printed in final form on the appropriate letterhead and submitted for signature.

CHAPTER 4: THE LETTER

The letter format is used for communications addressed to an individual or organization outside NWS/NOAA/DOC. It is also used for personalized communications, such as letters of appreciation, etc., addressed to an individual or organization within NWS.

Letters prepared within NWS fall into four categories:

- Non-Congressional letters
- NWS-Controlled Congressional letters
- NOAA/DOC-Controlled Non-Congressional letters
- NOAA/DOC-Controlled Congressional letters

See the sample letters at the end of this Chapter and at the end of Chapter 6 (regarding correspondence prepared for the Secretary). In addition to formatting differences, the following content differences should be kept in mind.

- Letters signed by the AA or DAA **do** contain a reference to the date of the incoming.
- Letters to be signed at the NOAA or DOC level **do not** contain a reference to the date of the incoming.
- The complimentary closing for the AA or DAA is "Sincerely."
- The complimentary closing for signatures at the NOAA or DOC levels are often different from those for NWS. Currently (9/01), the closing at the NOAA level is "Sincerely," and for the Secretary is "Warm regards." Check with EA if you are uncertain about a complimentary closing.
- The contact office and person given for further information varies among NWS, NOAA, and DOC. Check the sample letters for the appropriate language.

The appearance of your letter is as important as the content. The format of all letters should be consistent with the following guidelines.

- Courier New (preferred) or Courier font with 11-point print style is recommended on all correspondence. Boldface, italics, or underlining should not be used for emphasizing text.
- Do not indent paragraphs.
- Always put two spaces after a period at the end of a sentence.

- All letters are to be centered on the page--top, bottom, right, and left margins. Use the automatic page-centering feature in WordPerfect (format>page>center>current page or current and subsequent pages>OK).
- Margins should be even and should be 1 inch on all sides.
- Use left-justification.
- All NWS/NOAA/DOC correspondence is to be single spaced and in modified-block style. Double space between paragraphs.

Date

For documents signed in your office, place (stamp) the date slightly to the right of the center just two spaces below the final line of the return address. Please be sure the date stamped is legible. (Note: Dates are put in the same place for letters and memorandums.)

Do not date correspondence which will be signed in another office, but remember to leave space for the date.

Inside Address

Type the inside address flush with the left margin. On the first line, type addressee's full name preceded by Mr., Mrs., Ms., Dr., Professor, or The Honorable--as appropriate. If it is not known whether the addressee is a man or a woman, omit the title. For example, use "Lee Doe" (Dear Lee Doe:).

The addressee's title, followed by the name of the organization, begins on the second line and may be carried over to the third line, if necessary. When carrying an organization name over to the next line, indent two spaces.

Example:

Mr. Mike Melton
 Director, Colbert County Emergency
 Management Agency
 120 West Fifth Street
 Tuscumbia, Alabama 35674

If the individual's title is lengthy, i.e., Chairman of the Board or Chief Executive Officer, put it on the second line by itself and the company's name on the next line.

Example:

Mr. Gerard F. Scannell
President and Chief Executive Officer
National Safety Council
1025 Connecticut Avenue, N.W.
Washington, D.C. 20036-5405

Spell out the name of the organization exactly as it appears on the letterhead. No abbreviations are used in the name of the firm unless they are used on the firm's letterhead.

Suite/room numbers are not included in the inside address. They should only be shown on the envelope.

If the address reflects both a Post Office box number and a street address, only the street address should be reflected in the letter. However, if only a Post Office box number is given (no street address), then show the Post Office box on the inside address.

Spell out the name of the state in the inside address. Do not use two-letter state abbreviations. They may be used on the envelope, however. Put two spaces between the state and the zip code. If known, use the full nine-digit zip code on the outgoing letter and envelope.

"Attention" lines are only acceptable if the incoming correspondence requests that the response be directed to someone on the writer's staff. (This often occurs in congressional correspondence.) Use the following format.

Example:

The Honorable Constance Morella
House of Representatives
ATTN: John Howard
Washington, D.C. 20515-1122

Salutation

Double space between the inside address block and the salutation. A colon follows the salutation, even when the salutation refers to a person by name.

Examples:

Dear Mr. Jones: Dear Ms. Smith: Dear George:

Address all women as "Ms." unless the incoming correspondence specifically indicates a preference for "Mrs.," "Miss," or some other title.

When corresponding to a company and no person's name is given, then use the following salutation:

Dear Sir or Madam:

Body of Letter

Do not indent paragraphs.

Begin the first paragraph of each letter with "Thank you for your letter regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NWS, it is appropriate to begin: "This is in response to your letter regarding..." Refer to the date of the incoming letter in responses prepared for signature by the AA or DAA. However, do not refer to the date of the incoming letter in responses prepared for signature at the NOAA or DOC levels.

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "We appreciate your interest (or concern)" or "Your interest is appreciated," depending on tone of letter.

Complimentary Close

Double space between the final paragraph of the letter and the complimentary close. The complimentary close used by NWS and NOAA is "Sincerely" and should be placed slightly to the right of the center of the page (at Pos 4.5 in Courier New 11).

Signature Block

Type the name of the signer five lines below the closing. The title is not necessary when it is shown on the letterhead. In cases where

the letterhead does not indicate the title of the signer, type both the name and the title.

Examples:

Sincerely,

Sincerely,

Name

Name

Title

Carryover Title

Enclosure

If additional material is to be included with the letter, type the word "Enclosure" (or "Enclosures" for more than one item) two spaces below the signature block, flush with the left margin. If a letter has an enclosure, the text should include a reference to it.

Examples:

A list of NWS employees is enclosed.

Enclosed is a summary of the report.

NOTE: "Attachment" is not used for letters; it is used for memorandum.

Courtesy Copy Notation

The use of "cc:" is discouraged on letters addressed to individuals or organizations outside of NWS. If information or courtesy copy (cc:) distribution is shown on the original to inform the addressee as to the other recipients, type the "cc:" notation flush with the left margin, two lines below the last typed line. Insert two spaces after the "cc:" notation, and type the recipient's name. Do not use routing codes to a person outside NOAA. If there is more than one recipient, type the second and succeeding names lined up with the first one.

Example:

cc: Mary Johnson, NASA
Paul Jones, NWS

If the writer wishes to show that the individuals receiving copies are receiving (or not receiving) enclosures, it is noted as follows:

cc: Mary Johnson, NASA (w/enclosure)
Paul Jones, NWS (w/o enclosure)
or
bcc: (w/o enclosure)

Blind Courtesy Copy Notation

If the writer wishes that copies of the letter be distributed without the list being shown on the original, the blind courtesy copy (bcc:) notation is typed on the NWS file copy only. Use the same format used for the courtesy copy notation.

Example:

bcc: Mary Johnson, NASA
Paul Jones, NWS

NOTE: Indicate only one bcc: for each program office included in the bcc list; that office can then do its own internal distribution.

Courtesy Copy Protocol Order

Entries in cc and bcc lists should be listed in protocol order as follows:

Outside DOC	W/CIO
DOC	W/IA
NOAA	W/COM
W	W/EEO
Wx1	W/NP
W/CFO	W/ER
W/OST	W/SR
W/OS	W/WR
W/OPS	W/CR
W/OHD	W/AR
W/SP	W/PR

Drafter and File Location Information Sheet

This separate page has the drafter's name and telephone number and the file location in case someone other than the drafter needs to retrieve

the file. It also indicates the initials of the person responsible for formatting, spell-checking, and proofreading the document, and the date the letter was originally drafted.

The identification (ID) line will be flush with the left margin. It will indicate the originator's routing code; first initial and first letter of last name in capitals, with the rest of the last name in lower case (typed without spaces); telephone number, with extension number; initials of person responsible for formatting, spell-checking, and proofreading the document (in lowercase); and the date typed. All elements of the ID line will be separated by colons.

Example:

W/OS2:LSmith:713-1234x567:jt:7/22/01
A:\FRANKLTR.WPD

As the correspondence goes through the clearance process, any revisions should also be noted on the drafter and file location information sheet and the file copy of the proposed correspondence.

Example:

Revised: W/OS2:ls:7/23/01
Revised: W/OS2:ls:7/25/01

Multiple Letters

When preparing a letter to more than eight (8) addressees for the signature of the AA or DAA (such as award or recognition letters) submit one completed letter for signature along with a complete list of names and addresses and salutations for the remainder of the addressees. The list should be formatted as follows: single spacing within each address; double-spacing between last line of address and salutation; and double-spacing between salutation and next name:

Example:

Mr. Joseph Price
2335 Broad Street
Anyplace, Pennsylvania 22344

Dear Mr. Price:

Mrs. Gladys Smythe
56734 Glenhaven Lane
Jonesville, Tennessee 33456

Dear Mrs. Smythe:

Place the list of addressees on the left inside of the folder, under the Background Summary. The remainder of the letters will be signed using the autopen on electronic versions of the letters.

In order to use the autopen process, a floppy disk must be submitted to EA containing (1) the list of addressees, formatted as stated above); and (2) the completed letter. These two documents will then be merged and the signature affixed by use of the autopen.

Sample: Non-Congressional Letter

(to be dated when signed)

Mr./Dr./Ms./Mrs. (Name)
4567 Hometown Lane
Mytown, Mystate 12345-6789

Dear Mr./Dr./Ms./Mrs. (last name):

[Courier New; 11-point; no indent; centered on page] Begin the first paragraph of each letter with "Thank you for your letter dated June 22, 2001 [NOTE: If letter is to be signed at the NOAA or DOC level, do not include the date of the incoming letter], regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NWS, it is appropriate to begin: "This is in response to your letter dated June 22, 2001 regarding..."

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "We appreciate your interest (or concern)..." depending on tone of the letter.

Sincerely,

Name

Enclosure

cc: Charles Forrest

For non-NOAA-Controlled letters, show on NWS file copy only:

bcc: W/OS - G. Mandt
W/OPS - W. Telesetsky

On separate page show the drafter's ID and file location:

W/OS2:LSmith:713-1234x567:jt:7/22/01
A:\FRANKLTR.WPD

For NOAA-Controlled letters, show on NWS file copy only:

bcc: ES [and other offices as appropriate for clearance/coordination]
Control# 45678
W/OS2:LSmith:713-1234x567:jt:8/01/01

Sample: NWS-Controlled Congressional Letter

(to be dated when signed)

The Honorable (Name)
House of Representatives
Washington, D.C. 20515-6210

Dear Representative (last name):

[Courier New; 11-point; no indent; centered on page] Begin the first paragraph of each letter with "Thank you for your letter dated June 22, 2001, [on behalf of (name of constituent if there is one)] regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NWS, it is appropriate to begin: "This is in response to your letter dated June 22, 2001 regarding..."

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "We appreciate your interest (or concern)..." depending on tone of the letter. Also include in the last paragraph, if appropriate, a contact for further information. If the letter is to the Member of Congress: "If you have any questions, please contact (name) of the NOAA Legislative Affairs Office at 202-xxx-xxxx." If the response is addressed directly to the constituent, by request of the Member of Congress: "If you have any questions, please contact (name of contact person in the field) at xxx-xxx-xxxx."

Sincerely,

Name

Enclosure

cc: Representative (Name)'s D.C. office
(if original sent to other office by request of Member of Congress)

Show on NWS file copy only:

bcc: GCW, LAW, [and other offices as appropriate for clearance and/or coordination]

On separate page show the drafter's ID and file location:

W/OS2:LSmith:713-1234x567:jt:7/22/01
A:\FRANKLTR.WPD

Sample: NOAA/DOC Controlled Congressional Letter

(to be dated when signed)

The Honorable (Name)
United States Senate
Washington, D.C. 20515-6210

Dear Senator (last name):

[Courier New; 11-point; no indent; centered on page] Begin the first paragraph of each letter with "Thank you for your letter [on behalf of (name of constituent if there is one)] regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NOAA, it is appropriate to begin: "This is in response to your letter regarding..." **If the letter is to be signed by the AA or DAA, refer to the date of the incoming letter in your response in NOAA/DOC-controlled congressional correspondence. If the letter is to be signed by the Under Secretary or the Secretary, do not refer to the date of the incoming letter.**

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "I appreciate your interest (or concern)" or "Your interest is appreciated" depending on tone of the letter. Also include in the last paragraph, if appropriate, a contact for further information. If the letter is to the Member of Congress: "If you have any questions, please contact (name) of the NOAA Legislative Affairs Office at 202-xxx-xxxx."

Sincerely,

Name

Enclosure

On separate page show the drafter's ID and file location:

W/OS2:LSmith:713-1234x567:jt:7/22/01
A:\FRANKLTR.WPD

For NOAA-Controlled letters, show on NWS file copy only:

bcc: ES, GCW, LAW, [and other offices as appropriate for clearance and/or coordination]
Control# 45678
W/OS2:LSmith:713-1234x567:jt:8/01/01

CHAPTER 5: THE MEMORANDUM

The memorandum format is used for communications addressed to an individual or organization within NWS/NOAA/DOC.

Memos prepared within NWS fall into several categories. Although all memos follow the basic format, the purpose of the memo affects additional features. For example, a cover memo from NWS to NOAA has a "DRAFTED BY" line. See a discussion of the cover memo below as well the samples of memos at the end of this Chapter and at the end of Chapter 6 (regarding correspondence prepared for the Secretary) for additional guidance.

NOTE: All memoranda addressed to the Under Secretary, Assistant Secretary, Deputy Under Secretary, and Chief Scientist must be prepared for signature by the Assistant Administrator. The Deputy Assistant Administrator can sign the memorandum "for."

All memoranda addressed to the Secretary must be prepared for signature by the Under Secretary and must be accompanied by a cover memo from the AA to the Under Secretary

The appearance of your memorandum is as important as the content. The format of all memos should be consistent with the following guidelines.

- Courier New (preferred) or Courier font with 11-point print style is recommended on all correspondence. Boldface, italics, or underlining should not be used for emphasizing text.
- Do not indent paragraphs.
- Always put two spaces after a period at the end of a sentence.
- All memos should start at least eight lines below the printed letterhead. If space does not allow, the memo may begin higher on the page. Memos are **not** centered on the page.
- Margins should be even and should be 1 inch on all sides.
- Use left-justification.
- All NWS/NOAA/DOC correspondence is to be single spaced. Double space between paragraphs.

Date

Stamp the date two lines below and to the right of center.

Heading and Subject Block

Ideally, if space allows, begin the memorandum at least eight lines below the printed letterhead. And, of course, if space does not allow, you may begin higher on the page. Memoranda are not centered on the page.

Flush with the left margin, type the words "MEMORANDUM FOR:." Tap the space bar two times and type the name of the individual to whom you are sending the memorandum. Directly below, in line with the first letter of the first name, type the individual's title (if any). If there is no title, then type the office in which the person works.

Following are examples of the "MEMORANDUM FOR:" line when writing to the Under Secretary and the Deputy Under Secretary:

MEMORANDUM FOR: (Name)
Under Secretary for Oceans and Atmosphere

MEMORANDUM FOR: (Name)
Administrator and Deputy Under Secretary for
Oceans and Atmosphere

Drop down two lines and type the word "FROM:" flush with the left margin. Type the name of the sender so that it starts at the same column as the name of the person to whom the memorandum is addressed. If the memo is not being prepared on the sender's letterhead, the sender's title must be shown directly under the name. Indent two spaces for any carryover lines for the title.

Drop down two more lines and type the word "SUBJECT:" flush with the left margin. Start the title of the subject at the same point as the names in the two lines above. If the subject line is more than one line, begin the subsequent lines directly under the first letter of the first word of the subject (do **not** indent) Drop down **three** lines and begin the body of the memorandum.

Do not indent paragraphs.

Example:

MEMORANDUM FOR: (Name)
Under Secretary for Oceans and Atmosphere

FROM: (Name)

SUBJECT: XX

The title of the person identified in the "FROM" line is not typed unless the sender's title is not printed on the letterhead.

Alternatives to the "Thru" Line

"Thru" lines are not used. If you wish to show concurrence by another individual within NWS, there are two alternatives.

- Add the individual's name to the "FROM" block along with the name of the person signing the memorandum. The name of the person who is the higher official would be listed first. For example, if the Director of the Office of Climate, Water, and Weather Services wanted to send a memorandum to the Assistant Administrator for Weather Services but wanted the concurrence on record of the Deputy Assistant Administrator for Weather Services, the memorandum should be addressed as follows:

MEMORANDUM FOR: John J. Kelly, Jr.
Assistant Administrator
for Weather Services

FROM: John E. Jones, Jr.
Deputy Assistant Administrator
for Weather Services

Gregory A. Mandt
Director, Office of Climate, Water,
and Weather Services

- Or, you could add a concurrence line at the bottom of the memorandum, e.g.:

_____ John E. Jones, Jr. Deputy Assistant Administrator for Weather Services	_____ Date	_____ Concur	_____ Do not concur
---	---------------	-----------------	------------------------

Multiple Addressees

If the memorandum is going to two individuals and you want to include their titles, address as follows:

MEMORANDUM FOR: (Name)
Director, Office of Science & Technology

(Name)
Director, Office of Operational Systems

When addressing memoranda to the NWS Office Directors and Regional Directors as a group, the memorandum should be addressed as follows:

MEMORANDUM FOR: Directors, NWS Headquarters Offices
Directors, NWS Regions

When addressing memoranda to all NWS elements, the memorandum should be addressed as follows:

MEMORANDUM FOR: Directors, NWS Headquarters Offices
Directors, NWS Regions
NWS Staff Offices

If your office is sending a memorandum to all NWS elements which will not be signed by the AA or DAA, add them to the cc list.

If you use *Directors, NWS Headquarters Offices*, the following offices would receive copies.

Chief Financial Officer/Chief Administrator Officer
Office of Science & Technology
Office of Climate, Water, and Weather Services
Office of Hydrologic Development
Office of Operational Systems
Chief Information Officer

If you use *Directors, NWS Regions*, the following offices would receive copies.

National Centers for Environmental Prediction
Alaska Region
Central Region
Eastern Region
Pacific Region
Southern Region
Western Region

NOTE: The Tropical Prediction Center/National Hurricane Center, Storm Prediction Center, Aviation Weather Center, Central Operations, Environmental Modeling Center, Hydrometeorological Prediction Center,

Marine Prediction Center, and Climate Prediction Center fall under the National Centers for Environmental Prediction organizationally, which is a regional office.

If you use *NWS Staff Offices*, the following offices would receive copies.

Strategic Planning and Policy Office
International Activities Office
Communications Office
Executive Affairs Office
Equal Employment Opportunity Office

See the Appendixes for the standardized NWS distribution lists.

If you have multiple (more than two) addressees who do not comprise a standardized group like those listed above, address the memo to "Distribution." Type "Distribution:" flush with the left margin, two lines below the last typed line. Drop down a line and begin a list of the individuals. The use of routing codes is appropriate on distribution lists for memorandum.

Example:

Distribution:
W/CFO - Mark Brown
W/OPS - Walter Telesetsky
W/CIO - Carl Staton
W/WR - Vickie Nadolski

Entries in distribution lists should be in the protocol order shown below in the Courtesy Copy Protocol Order section. If a memo contains both a distribution list and a courtesy copy notation, list the distribution first. Start the cc: notation two lines below the distribution list.

Signature

Signature on the memorandum is to the right of the typewritten name on the "FROM:" line.

Attachment

The word "Attachment" is to be typed two lines below the body of the memorandum. As mentioned previously, "attachment" is used when writing memoranda, and "enclosure" is used when writing letters.

Courtesy Copy Notation

If courtesy copy distribution is shown on the original to inform the addressees as to the other recipients, type the "cc:" notation flush with the left margin, two lines below the last typed line. Insert two spaces after the "cc:" notation, and type the recipients name. If there is more than one recipient, type the second and succeeding names lined up with the first one. The use of routing codes is appropriate on memorandum.

Example:

cc: W/OS - Gregory Mandt
W/SP - Edward Johnson

Blind Courtesy Copy Notation

If the writer wishes that copies of the memo be distributed without the list being shown on the original, the blind courtesy copy (bcc:) notation is typed on the NWS file copy only. Use the same format used for the courtesy copy notation.

NOTE: Indicate only one bcc: for each program office included in the bcc list; that office can then do its own internal distribution.

Courtesy Copy Protocol Order

Entries in cc, bcc, and distribution lists should be in protocol order as follows:

Outside DOC	W/CIO
DOC	W/IA
NOAA	W/COM
W	W/EEO
Wx1	W/NP
W/CFO	W/ER
W/OST	W/SR
W/OS	W/WR
W/OPS	W/CR
W/OHD	W/AR
W/SP	W/PR

Drafter and File Location Information Sheet

This separate page has the drafter's name and telephone number, the file location in case someone other than the drafter needs to retrieve the file, and the date the letter was originally drafted.

The identification (ID) line will be flush with the left margin. It will indicate the originator's routing code; first initial and first letter of last name in capitals, with the rest of the last name in lower case (typed without spaces); telephone number, with extension number; the initials of person responsible for formatting, spell-checking, and proofreading the document (in lowercase); and the date typed. All elements of the ID line will be separated by colons.

Example:

W/OS2:LSmith:713-1234x567:jt:7/22/01
A:\FRANKLTR.WPD

As the correspondence goes through the clearance process, any revisions should also be noted on the drafter and file location information sheet and the file copy of the proposed correspondence.

Example:

Revised: W/OS2:ls:7/23/01
Revised: W/OS2:ls:7/25/01

Cover Memorandum

The cover memorandum documents the approval of correspondence which is being forwarded for higher-level signature. The format for the cover memo is the same as that for the basic memo. It is **not** necessary to restate the incoming correspondence or summarize the response, provided that all issues are answered and no additional background information is necessary.

Text. The text of the cover memo will usually consist of one sentence: *I recommend you sign the attached (memorandum, letter, etc.).* Only rarely will more information be required. It is unnecessary to repeat what is in the attached correspondence to be signed; the signer will not be signing without reading the correspondence.

Please state the NOAA/DOC control number in the "SUBJECT" line if one has been assigned.

"DRAFTED BY" Line. The final item on the cover memorandum which accompanies correspondence prepared for higher-level signature (NOAA/DOC) is the line identifying the drafter. This information is necessary in case the reviewers have questions on the material. See an example below and the Sample Cover Memorandum following this Chapter. The "DRAFTED BY" line is placed at the left margin three to five lines below the body of the memorandum and contains the following information:

- First initials and surname of drafter
- Name of office of drafter
- Office code of drafter
- Telephone number of drafter (include the area code)
- Initials of person responsible for formatting, spell-checking, and proofreading documents being submitted (in lowercase letters)
- Date the letter was originally drafted

Example:

DRAFTED BY: TRoss, Office of Services, W/OS7, 301-713-1792 x114
abc:7/20/01

Decision Memorandum

To obtain approval from or recommend an action by the Assistant Administrator or Deputy Assistant Administrator for a certain activity, a decision memorandum is appropriate. This form of memo is also used when the AA or DAA seeks approval or action from the Under Secretary or Secretary.

The content shall concisely present the facts, necessary background, options considered, positive and negative aspects of the decision, and a recommendation. The recommendation shall be expressed so it can be approved or disapproved.

See the sample Decision Memorandum at the end of this Chapter for guidance on format and content of this type of memo. Also see Chapter 6 for guidance on preparing a decision memorandum to the Secretary.

Information Memorandum

To advise the AA or DAA, an information memorandum is appropriate. Examples of the use of this type of memo are power outages, computer problems, etc. This form of memo is also used to inform the Secretary.

The content shall concisely present the facts.

See the sample Information Memorandum at the end of this Chapter for guidance on format and content of this type of memo. Also see Chapter 6 for guidance on preparing an information memorandum to the S
Chapter 6 for guidance on preparing an information memorandum to the Secretary.

Sample: Basic Memorandum Format

(to be dated when signed)

MEMORANDUM FOR: Name
(All memos to, or for the signature of, officials
in NOAA must use the title; do not use routing
codes. Indent any carryover lines by two spaces.

FROM: Name

SUBJECT: A brief statement of what the memo is about, usually
no more than 10 words; do not indent carryover lines.

[Courier New; 11-point; no indent; start memo at least 8 lines down
from the top of the page] The text starts triple spaced (two blank
lines) below the SUBJECT line. Text is always single spaced, with
double spaces between paragraphs.

xx
xx
xx

Attachments

cc: Johnny Boone

Show on NWS file copy only:

bcc: W/OS - G. Mandt
W/OPS - W. Telesetsky

On separate page show the drafter's ID and file location:

W/OS2:LSmith:713-1234x567:jt:7/22/01
A:\FRANKLTR.WPD

Sample: Cover Memorandum Format

(to be dated when signed)

MEMORANDUM FOR: Name
Under Secretary for Oceans and Atmosphere

FROM: Name

SUBJECT: Response to Senator Jones; Control No. 37649

I recommend you sign the attached letter. [Courier New; 11-point; no indent; start memo at least 8 lines down from the top of the page]

Attachment

DRAFTED BY: TRoss, Office of Services, W/OS7, 301-713-1792 x114:
abc:7/20/01

Sample: Decision Memorandum

(to be dated when signed)

DECISION MEMORANDUM FOR THE (Title)

FROM: Name

SUBJECT: xxxxxxxxxxxxxxxx
[Courier New; 11-point; no indent; start memo at least
8 lines down from the top of the page]

- I. ACTION-FORCING EVENT: (The nature of the event requiring or suggesting action – and the degree of flexibility associated with it.)
- II. ANALYSIS: (Outline history, current status, possible options and impacts – financial or other public policy considerations.)
- III. RECOMMENDATIONS: (Indicate single recommendation or list options.)
- IV. DECISION:

_____Approve_____Approve as amended_____Reject _____No action

(If options are contained in recommendation, indicate options(s) referred to above by placing the appropriate number(s) in the space above.)

NOTE: Where necessary, tabs may be attached to Decision Memoranda. However, as in the case of other written materials, brevity is important. Seldom should a Decision Memorandum be longer than one or two pages, and tabs, whenever possible, should be limited to five or less.

Sample: Information Memorandum

(to be dated when signed)

INFORMATION MEMORANDUM FOR THE (Title)

FROM: Name

SUBJECT: xxxxxxxxxxxx
[Courier New; 11-point; no indent; start memo at least
8 lines down from the top of the page]

I. SUMMARY
(Three sentences or less)

II. DISCUSSION
(Please be concise)

NOTE: Information Memoranda should **not** raise issues for decision.

CHAPTER 6: CORRESPONDENCE PREPARED FOR THE SECRETARY

All documents prepared for submission to the Secretary are presented through and by signature of the Under Secretary for Oceans and Atmosphere. There are special formats for specific documents prepared for the Secretary, as set forth below.

- **Cover Memorandum for the Secretary**

A cover memo from the Under Secretary to the Secretary is submitted whenever the Secretary's signature is required (e.g., a DOC/NOAA controlled letter to be signed at the Secretary level). See Chapter 5 for guidance on general format of the cover memo.

- **Letter Response for the Secretary**

Letters prepared for the Secretary's signature contain specific language regarding the contact for additional information, and may use a complimentary close different from that for the Assistant Administrator and the Under Secretary. See sample for guidance.

- **Information Memorandum for the Secretary**

This memo is used to transmit information the Secretary has a real need to know. Examples would be reports of severe storm damage, computer problems, etc.

- **Decision Memorandum for the Secretary**

If the Assistant Administrator wishes to obtain approval from or recommend an action by the Secretary for a certain activity, a decision memorandum is required.

- **Request for Secretary's Participation in an Event/Meeting**

This document is used whenever the Secretary is requested to attend an event.

- **Briefing Summary for Meeting with the Secretary**

This document is used whenever a meeting with the Secretary has been scheduled and a briefing is necessary. It must be submitted to the Under Secretary for signature prior to the meeting. The Under Secretary will then sign the briefing and submit it to the Secretary.

- **Thank You Letter Following the Secretary's Travel**

The office that plans or prepares the briefing material for a given trip event is responsible for preparing a thank you letter related to the event. The thank you letter should be prepared immediately after the Secretary's return from foreign or domestic travel, and must be received by the Office of the Secretary within three work days after the return from travel. See the sample Letter Response for guidance on preparing a letter for the Secretary's signature.

Samples of the various memos and other documents prepared for the Secretary follow.

Sample: Cover Memorandum for the Secretary

(to be dated when signed)

MEMORANDUM FOR THE SECRETARY

FROM: Name

SUBJECT: State the actual subject, not "Response to James Brown."
Keep the subject line as brief as possible.

[Courier New; 11-point; no indent; start at least 8 lines down] Start the text with "Forwarded for your approval and signature is a letter to (name) regarding (subject matter)..." Follow this with a few lines describing the contents of the letter.

Attachment

Recommendation

That you sign the attached letter.

Clearances: See attached NOAA clearance sheet.

Executive Secretariat Clearance:

Tracy B. McKibben
(This name will change frequently)

Date

Sample: Letter Response to be Signed by Secretary

(to be dated when signed)

Mr. A. Name
Title
Organization
Address (do not use P.O. unless that is the only address)
City, State Zip

Dear Mr. Name:

[Courier New; 11-point; no indent; centered on page] Thank you for
your letter regarding xxxxxxxxxxxxxxxxxxxxxxxx
xx

For all Secretarial correspondence going to members of Congress,
governors, mayors, or state representatives, use the following: "If
you have any further questions, please call me or Brenda Becker,
Assistant Secretary for Legislative and Intergovernmental Affairs, at
(202) 482-3663."

I appreciate your interest (concern)xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xx

Warm regards,

(leave 5 lines between the close
and the name)

Name of the Secretary

Sample: Information Memorandum for the Secretary

(to be dated when signed)

INFORMATION MEMORANDUM FOR THE SECRETARY

FROM: Name

SUBJECT: [Courier New; 11-point; no indent; start at
 least 8 lines down]

I. SUMMARY
 (Three sentences or less)

II. DISCUSSION
 (Please be concise)

NOTE: Information Memoranda should **not** raise issues for decision.

Sample: Decision Memorandum for the Secretary

(to be dated when signed)

DECISION MEMORANDUM FOR THE SECRETARY

FROM: Name

SUBJECT: [Courier New; 11-point; no indent; start at
least 8 lines down]

- I. ACTION-FORCING EVENT: (The nature of the event requiring or suggesting action – and the degree of flexibility associated with it.)
- II. ANALYSIS: (Outline history, current status, possible options and impacts – financial or other public policy considerations.)
- III. RECOMMENDATIONS: (Indicate single recommendation or list options.)
- IV. DECISION:

_____Approve_____Approve as amended_____Reject _____No action

(If options are contained in recommendation, indicate options(s) referred to above by placing the appropriate number(s) in the space above.)

NOTE: Where necessary, tabs may be attached to Decision Memoranda. However, as in the case of other written materials directed to the Secretary, brevity is important. Seldom should a Decision Memorandum be longer than one or two pages, and tabs, whenever possible, should be limited to five or less.

Sample: Request for Secretary's Participation in an Event/Meeting

(to be dated when signed)

_____Accept

_____Regret

_____Pending

TO:

(Name)
Director, Scheduling

FROM:

(Name)
Under Secretary for Oceans and
Atmosphere

REQUEST:

Enter exactly what you want the Secretary
to do in as few words as possible

PURPOSE:

Enter the reasons why the Secretary should
honor the request. Enter the desired
outcome.

DATE AND TIMES:

March 22, 2001
Meeting 9:00 a.m. - 12:30 p.m.
Reception 1:00 p.m. - 3:00 p.m.

DURATION:

Enter the amount of time the Secretary
would be committed.

LOCATIONS:

Enter the location and a preferred location
in case of inclement weather.

PARTICIPANTS:

Enter the names and titles of officials
attending. If they have not confirmed
their attendance, put (*Invited*) after their
names. If there are more than five
participants, attach their names and titles
on a separate page.

OUTLINE OF EVENTS:

List the sequence of events and a
description of the Secretary's
participation. Include appropriate dress
(formal, business, business casual,
casual).

REMARKS REQUIRED:

Enter any remarks required, for example, a
major speech, talking points, or brief
remarks and who will be preparing the
remarks.

MEDIA COVERAGE:

List the type of media, photo coverage, if
any.

CONTACT:

Enter the name, title, and telephone number
of the person to contact for more
information.

Sample: Briefing Summary for Meeting/Event with the Secretary

NOTE: This is one of the few documents prepared for DOC/NOAA that uses different spacing, a different font, and uses boldface for emphasis. It is prepared in 12 point, Times New Roman, single spaced. Also, please note the "Sensitive" notation which applies to the finished document.

MEETING/INTERVIEW WITH, OR NAME OF EVENT

DATE:

TIME:

LOCATION:

FROM: (Indicates most senior agency/office official that has reviewed and approved document.)

Prepared by: (Identifies **name and telephone** of a knowledgeable individual that the Secretary or senior staff may contact for further information about the event.)

OBJECTIVE/SECRETARY ROLE

(First and foremost—state up front, very clearly, the most important goal the Secretary should accomplish at this meeting. Identify additional goals the Secretary should accomplish, and if relevant, which individuals the Secretary should be certain to speak with or recognize. Also state competing goals of other meeting/event attendees.)

BACKGROUND

(Provides all essential information the Secretary needs for his participation; any additional background should be attached separately, e.g., talking points, speeches, bios, and indicated as attachments.)

PARTICIPANTS

(Identifies individual's relevant affiliation(s) and should separate government from non-government participants.)

PRESS PLAN

(Indicates if event is open or closed to press, and if open, identifies expected press participants and whether there will be a question/answer session with the press.)

SEQUENCE OF EVENTS

(Focuses on events taking place while the Secretary is in attendance with actions to be taken by the Secretary in bold type.)

LIST OF ATTACHMENTS

(Identifies all attachments in detail, e.g. talking points, speeches, bios, additional information.)

SENSITIVE & PRIVILEGED: DO NOT COPY WITHOUT PERMISSION

CHAPTER 7: ASSEMBLY OF THE CORRESPONDENCE PACKAGE

In addition to following procedures for the preparation of the correspondence, the action office must properly assemble--or package--the folder.

As a visual reminder of the types of correspondence, the following folder color scheme will be used.

- **Congressional** correspondence will be placed in a yellow folder.
- **A-Priority** correspondence will be placed in an orange folder. EA will hand-carry the file to the action office.
- **All other** correspondence will be placed in a manila folder. Do not place the correspondence in a folder of any other color.

Assemble the correspondence package in the following manner.

Outside of Folder

(from top to bottom)

- NWS Signature Cover Sheet
- NWS Correspondence Control Sheet

Inside, Left Side of Folder

(from top to bottom)

- Background Summary (see Appendixes for tips on creating a Summary)
- Incoming
- Background Material
- Floppy Disk

Staple all material flush with the top of the folder. If bulky, use two binder clips to secure to the top of folder.

If the background material contains more than two separate documents, refer to them individually in the Background Summary and tab them (e.g., A, B, C, etc.) using blank pages as spacers. The reader should

be able to lift up a tab and view the first page of each separate document.

NOTE: All signature folders must include a floppy disk containing the final version of the correspondence, any attachments, and the background summary being submitted. Each document must be a separate file. The floppy must have a label affixed to it, identifying the owner of the disk. Secure the floppy disk with a binder clip to the outside bottom edge of the folder.

Inside, Right Side of Folder

(from top to bottom)

- If correspondence is returned to the action office for revision, return the marked-up copy with the original version. Paper clip it on top of the correspondence for signature.
- Correspondence for signature (first page only under plastic "Executive Correspondence" document protector; a signature tab at each place requiring a signature)
- Attachments/enclosures
- Drafter and file location information sheet

The above items should be paper clipped, or binder clipped if bulky, flush with the top of the folder.

- Fax and e-mail coordination messages (e.g., GCW, LAW, Regions)

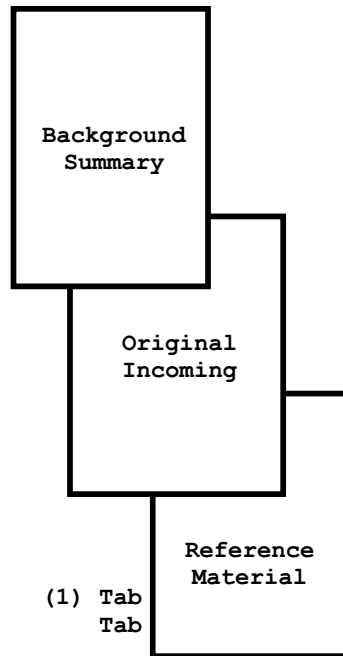
Staple the coordination documentation flush with the bottom of the folder. If it is bulky, include it with the outgoing response under two binder clips. Identify the coordinators by either using tabs or by writing the coordinator's routing code at the lower right-hand corner of the first page of the e-mail or fax.

NOTE: Only the most recent version of the letter/memo should be included in the folder. No file copy or prior revisions prepared in the action office should be included. However, comments made on file copies by the Office Director or coordinators (e.g., regions, GCW, LAW) should be included. The author of all comments should be identified on the file copy.

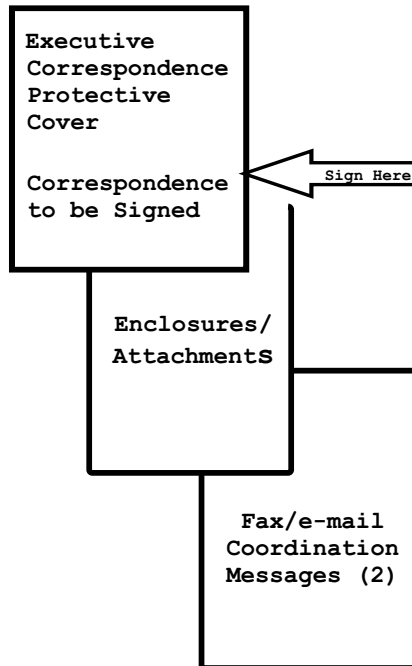
See the following graphic for additional guidance on packaging the signature folder.

ASSEMBLY OF SIGNATURE FOLDER

Left Side of Inside Folder

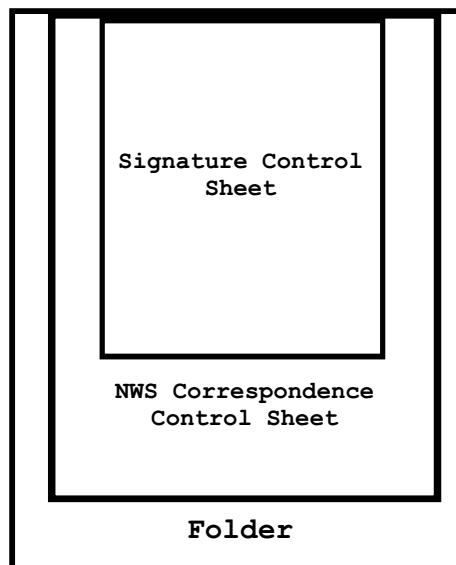


Right Side of Inside Folder



NOTES: (1) tabs for background material are placed on blank sheets of paper used as spacers; (2) The fax and e-mail coordination messages are stapled flush with the bottom of the folder.

Front of Folder



Folder colors: A-Priority (orange); Congressional (yellow); All others (manila)

CHAPTER 8: MODELS OF ADDRESS AND SALUTATIONS

The following examples reflect the appropriate model of address for a specific category. Place "The" before the title "Honorable." Do not place "U.S." before House of Representatives.

The President of the United States, the Vice President of the United States, the President of the Senate and the Speaker of the House are always addressed formally.

A. The President

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

Respectfully,

B. The Vice President

The Vice President
The White House
Washington, D.C. 20500

Dear Mr. Vice President:

C. President of the Senate

The Honorable (Name)
President of the Senate
Washington, D.C. 20510

Dear Mr. President:

D. Speaker of the House

The Honorable (Name)
Speaker of the House of Representatives
Washington, D.C. 20515

Dear Mr. Speaker:

E. United States Senator

The Honorable (Name)
United States Senate
Washington, D.C. 20510

Dear Senator (Name):

F. Committee Chairman (Senate)

The Honorable (Name)
Chairman, Committee on Commerce,
Science and Transportation
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman: (or) Dear Madam Chair:

G. Subcommittee Chairman (Senate)

The Honorable (Name)
Chairman, Subcommittee on Science,
Technology, and Space
Committee on Commerce, Science
and Transportation
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman: (or) Dear Madam Chair:

H. U.S. Representative (House)

The Honorable (Name)
House of Representatives
Washington, D.C. 20515

Dear Representative (Name):

I. Committee Chairman (House)

The Honorable (Name)
Chairman, Committee on Appropriations
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman: (or) Dear Madam Chair:

J. Subcommittee Chairman (House)

The Honorable (Name)
Chairman, Subcommittee on Commerce,
Justice, State, the Judiciary,
and Related Agencies
Committee on Appropriations
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman: (or) Dear Madam Chair:

K. Member of the House of Representatives (Response to District Office)

The Honorable (Name)
House of Representatives
(District office address as it appears on letterhead)

Dear Representative (Name):

L. Member of the Senate (Response to District Office)

The Honorable (Name)
United States Senate
(District office address as it appears on letterhead)

Dear Senator (Name):

M. Cabinet Member

The Honorable (Name)
Secretary of (Name)
Washington, D.C. (Zip)

Dear Mr. Secretary: (or) Dear Madam Secretary:

N. Governor

The Honorable (Name)
Governor of (State)
(City, State, Zip)

Dear Governor (Name):

O. Lieutenant Governor

The Honorable (Name)
Lieutenant Governor of (State)
(City, State Zip)

Dear Mr. (Name):

P. Mayor

The Honorable (Name)
Mayor of (City)
(City, State Zip)

Dear Mayor (Name):

Q. Ambassador (American Ambassador in Foreign Country)

The Honorable (Name)
American Ambassador
(City, Country)

Dear Mr. Ambassador: (or) Dear Madam Ambassador:

R. Ambassador (Foreign Ambassador in the United States)

His/Her Excellency
(Name)
Ambassador of (Name of Country)
Washington, D.C. (Zip)

Dear Mr. Ambassador: (or) Dear Madam Ambassador:

S. Minister (Foreign Minister)

His/Her Excellency
(Name)
Minister of (Department)
Country

Dear Mr. Minister: (or) Dear Madam Minister:

The Uniformed services are: U.S. Army (USA), U.S. Air Force (USAF), U.S. Coast Guard (USCG), U.S. Marine Corps (USMC), U.S. Navy (USN), U.S. Public Health Service (USPHS), and the NOAA Corps.

Examples of Use of Commissioned Rank in Address and Salutation

In Address Block

Admiral John Doe, USN
Vice Admiral John Doe, USN (Ret.)
Rear Admiral John Doe, USCG (Ret.)
Rear Admiral Mary Doe, NOAA
Captain John Doe, Jr., USPHS
Commander John Doe II, USCG
Lieutenant Commander John Doe, USN
Lieutenant John Doe, USN
Lieutenant (jg) John Doe, NOAA
Ensign John Doe, NOAA
Major General John Doe, USAF
Brigadier General John Doe, USAF

Salutation

Dear Admiral Doe:
Dear Admiral Doe:
Dear Admiral Doe:
Dear Admiral Doe:
Dear Captain Doe:
Dear Commander Doe:
Dear Commander Doe:
Dear Lieutenant Doe:
Dear Lieutenant Doe:
Dear Ensign Doe:
Dear General Doe:
Dear General Doe:

Some salutations drop part of the rank. Vice Admiral and Rear Admiral become Admiral; Lieutenant Commander becomes Commander, and Lieutenant (jg) becomes Lieutenant. Other uniformed services drop part of the rank also.

CHAPTER 9: EFFECTIVE WRITTEN COMMUNICATION

This section provides some editorial rules to follow when preparing NWS/NOAA/DOC correspondence. The purpose of editorial rules is to assure consistency. Inconsistencies detract from the quality of a document.

This is not an exhaustive list of grammatical and style rules. See the Appendixes for a list of resources all writers and support staff should have at hand.

EACH LINE/STAFF/OFFICE WILL SPELL-CHECK AND PROOFREAD ALL DOCUMENTS BEFORE SUBMITTING THEM TO EXECUTIVE AFFAIRS.

Abbreviations

When used as a noun, United States should be spelled out; when used as an adjective, it should be abbreviated.

While touring the United States, he visited Washington, D.C., and sat in on a session of the U.S. Supreme Court.

Acronyms

Type the entire phrase the first time it appears, followed by the acronym in parentheses; then use only the acronym in the text following. Do not put the acronym in parentheses after the spelled out phrase if the acronym is not used again.

Example:

The National Environmental Satellite, Data, and Information Service (NESDIS) is a Line Office within the National Oceanic and Atmospheric Administration; NESDIS operates the National Climatic Data Center. (The "National Oceanic and Atmospheric Administration" and the "National Climatic Data Center" will not be used again in this report; therefore, no acronyms are used.)

Acronym Choices: Listed below are words or phrases where a choice of acronyms is permitted. The rule is consistency, i.e., the acronym used for that word or phrase must be consistent throughout that document.

Examples:

electronics technician	use el tech or ET
Silver Spring Metro Center	use SSMC2 or SSMCII
Building 2	

Capitalization

Capitalize "Federal," only when using it in a name or as an adjective synonymous with the United States.

Capitalize "Government," and "Federal Government" when referring specifically to the U.S. Government.

Do **not** capitalize the word "Nation" unless it is part of a formal name. Do not capitalize national, unless it is used as a proper noun.

Capitalize "State" when it refers to a State as a unit of government.

Capitalize words relating to U.S. Congress.

House of Representatives	the House
U.S. Senate	the Senate
Members of Congress	the 95th Congress
the Committee (specific committee)	

Congressional is **not** capitalized (per GPO Style Manual).

Capitalize compass points when they refer to a geographical region or a street name, but they are lowercase when they refer to simple direction.

out West	up North
west of the Rockies	the west coast of Florida

Fiscal Year

Correct: fiscal year, FY 94, fiscal year 1994 and
FY 1994

Incorrect: Fiscal Year, FY '94, Fiscal Year 1994,
Fiscal 94

The same rules apply to CY 94, calendar year 1994 and
CY 1994.

Comma

Use commas to:

- separate city from state, including comma after the name of the state.
- set off the year when both month and day precede it.

Example:

He moved to Tulsa, Oklahoma, on May 1, 1994, and lived there for 2 years.

- separate a person's name and title.

Example:

NOAA will be represented at the meeting by Thomas Jefferson, Assistant Secretary for Oceans and Atmosphere, and by George Washington, Deputy Under Secretary for Oceans and Atmosphere,

- separate words, phrases, or clauses in series with a coordinating conjunction before the last member of the series. Per the GPO Style Manual, include a comma before the conjunction.

Example:

The boy went home alone, and his sister remained with the crowd.

Do **not** use a comma to separate the month from the year when the day is not given.

Example:

The training papers were processed in May 1987.

Compound Words

Be careful with compound words. Make sure you're hyphenating only when appropriate, and double-check to determine if you should use one

word or two. It's helpful to figure out which part of speech you need before you decide which word(s) to use.

Examples:

Back-up: compound adjective

I asked for a back-up disk.

Backup: compound noun

My backup edits correspondence when I am on leave.

Back up: verb phrase

When working on a large document, it's best to back up the file often.

Off site: prepositional phrase

The conference will be held off site.

Off-site: adjective

The conference will be held at an off-site location.

Dash

A pair of dashes are used to segregate material completely:

- To mark a sudden break or abrupt change in thought
- To indicate an interruption or an unfinished word or sentence
- To clarify a meaning (instead of using commas or parentheses)

Omit the spaces before and after the dashes.

Example:

These are shore deposits--gravel, sand, and clay--but marine sediments underlie them.

Hyphen

Use a hyphen between elements of a compound modifier when placed in front of the noun. There is no hyphen if the modifier is after the noun.

Example:

a Government-wide distribution **but**
the distribution was Government wide

Do not hyphenate the last word in a paragraph, the last word on a page, or the last word on two consecutive lines.

Do not hyphenate proper nouns or company titles.

Quotations, Commas, & Periods

The comma and the period are placed **inside** the quotation marks; the semicolon and the colon fall **outside** the quotation marks.

The question mark and the exclamation point fall **within** the quotation marks when they refer to the quoted matter only; they fall **outside** when they refer to the whole sentence.

Sex-Free Terminology for All NOAA Documents

Since the English language lacks a generic singular pronoun, **he** and the possessive **his** have customarily been used in expressions such as "Each student should bring his permission slip." It is possible--and desirable--to minimize, if not altogether eliminate, this usage. For example:

- Use the singular but non-possessive form: "Each student should bring a permission slip."
- Recast in the plural: "All students should bring their permission slips."
- Replace masculine pronouns with employee, person, applicant, etc. (and possessive form when appropriate): "Instruct each student to bring the student trip permission slip."

Use occupational and functional designations that are gender-free whenever possible. For example, use:

artificial	NOT	man made
business executive	NOT	businessman, businesswoman
chair, presiding officer, leader, moderator	NOT	chairman, chairwoman
council member, councilor	NOT	councilman, councilwoman
four-member commission	NOT	four-man commission
hours worked, work-hours, staff hours	NOT	man-hours
humanity	NOT	mankind
Member of Congress	NOT	Congressman, Congresswoman
personnel, worker, work force	NOT	manpower
police officer	NOT	policeman, policewoman
reporter	NOT	newsman

"THAT"

There are times when the conjunction "that" is necessary and appropriate; but, most of the time clarity can be achieved without it. Re-read your sentences without the "that." If the meaning is still clear, you don't need "that."

Example:

The meteorologist predicted that we'd have four inches of snow.

The meteorologist predicted we'd have four inches of snow.

"THAT" versus "WHICH"

"That" defines and restricts; "which" is explanatory and nonrestrictive...

The faucet that drips is in the basement.

The faucet, which drips badly, also needs attention.

The lawn mower that is in the garage... (Tells which one.)

The lawn mower, which is broken, is in the garage.

(Adds a fact about the only mower in question.)

Word Division

Words are divided only between syllables. Please consult the dictionary.

Do not separate a title from a person's name.

Incorrect

For the position of Director, I am nominating Mr.
Shackleford.

Correct

For the position of Director, I am nominating
Mr. Shackleford.

In proper names, avoid separating the first name from the last name. If it cannot be avoided, separate it after the middle initial.

In listing a date, never divide the month from the day.

Incorrect

We will be pleased to meet with the group on June
13, 1994.

Correct

We will be pleased to meet with the group on
June 13, 1994.

CHAPTER 10: GENERAL GUIDANCE - PREFERRED STYLE

- In the address of the letter, spell out the name of the state. When writing Washington, D.C., be sure to include the periods.
- The first sentence shall be "Thank you for your letter regarding (not concerning)..." followed by a brief description of the subject of the incoming letter.
- Refer to the date of the incoming letter in responses prepared for signature by the AA or DAA. However, do not refer to the date of the incoming letter in responses prepared for signature at the NOAA or DOC levels.
- If the signer of the letter is not the addressee of the incoming, acknowledge the addressee in the response. For example, a letter addressed to the Secretary of Commerce with a response being signed by the Under Secretary shall say, "Thank you for your letter to Secretary (Name) regarding...."
- Keep letters and memoranda to one page whenever possible. If necessary, use an attachment or an enclosure to relay information. If the letter has to be more than one page, beginning with page 2, type the number six lines from the top, in the center of the page. Type the number alone--do not use dashes or parentheses. Begin the body of correspondence four lines down from page number.
- Do not apologize. Do not use "I regret...", "or "I am sorry...."
- Avoid "I want to assure you...." and "Please be assured...."
- Do not repeat the incoming correspondence in the response.
- Do not refer to the writer by name in the body of the letter.
- Do not state too many "thank you's" in the letter. For example, after stating in the opening sentence, "Thank you for your letter regarding...", do not say "Thank you for your interest" in the last paragraph. Although it is appropriate to let the writer know that we appreciate his interest by stating: "Your interest in the National Weather Service is appreciated."
- The first and last paragraphs may be one sentence. All other paragraphs in the body of the letter must be more than one sentence.
- Use plain English--avoid cumbersome, overstated, and redundant words and phrases. Make your point early in the letter or memorandum.

- Use the precise word or phrase.

datum (singular) - data (is established both as a singular and as a plural noun)

criterion (singular) - criteria (plural)

subsequent means after, not before

different from, not different than

insure means to guarantee against financial loss

ensure means to make sure or certain (although insure and ensure share the same meaning, this usage is preferred.)

affect means to influence; to act upon; to alter; to assume; to adopt

effect means to cause to come into being; to accomplish
- When using "headings" in a report or letter, do not type the heading at the bottom of the page with the text on the following page. Instead, go to the next page and type the heading followed by the text.
- When referring to a NWS forecast office, use "Lake Charles Office" rather than "WFO Lake Charles."

APPENDIX A: BACKGROUND SUMMARY TIPS

A background summary informs the reviewers and signer why we are preparing the correspondence and provides your analysis resulting in the response. Use the following guidelines:

- Organize the paper as if you were making an oral presentation to the signer.
- Use short sentences and/or bullet statements. At a minimum, include:
 - Introduction - State the core issues/questions of the correspondence/paper
 - Relevant Background Information - Refresh signer's recollection, and if applicable, include:
 - Summary of background; refer to additional information by tabbed sections
 - Copies of relevant documents/information*
 - Copies of applicable previous correspondence *
 - Pertinent legal, regulatory, or public relations matters*
 - Mission, program, and/or service implications
 - Options considered, if any, plus pros and cons
 - Recommended course of action/response chosen
 - Does the summary and correspondence/action:
 - Assess what the signer knows about this situation/issue/question?
 - Provide information the signer needs to know to approve what you prepared?
 - State information in short form and in plain English?

* Highlight pertinent sections to support your references/positions

APPENDIX B: CORRESPONDENCE PREPARATION CHECKLIST

CORRESPONDENCE FORMAT

- ☐ Have you used the correct stationery?
- ☐ Have you used the proper font and point size?
(Courier New/Courier font, 11-point)
- ☐ Is correspondence properly placed on page?
(centered for letter; started at least 8 spaces down for memo)
- ☐ Have you spell-checked and proofread the correspondence?

PACKAGING

- ☐ Is the folder the correct color?

Front of folder:

- ☐ Fully completed Signature Cover Sheet attached?
- ☐ All clearances obtained?
- ☐ Correspondence Control Sheet attached?

Inside left of folder:

- ☐ Background summary attached?
- ☐ Incoming placed under background summary?
- ☐ Background material attached and tabbed?
(Tab A, B, etc., each on blank sheet)
- ☐ Floppy disk attached?

Inside right of folder:

- ☐ Original letter/memo under document protector and clipped to folder?
- ☐ A "Sign Here" tab placed where signature requested?
- ☐ Enclosure/attachment clipped under original response?
- ☐ Clearances (e-mails/faxes) identified and stapled to folder?

APPENDIX C: GRAMMAR USAGE AND STYLE RESOURCES

This handbook is just one of several resources anyone who prepares or reviews NWS correspondence should have at hand. The handbooks and other resources listed below are strongly recommended.

- *The Gregg Reference Manual (9th Ed.)* is one of the best references for anyone who writes, edits, or prepares documents. *Gregg* covers all the basics of grammar, style, and usage. It's a must-have for all of us.
- A recommended dictionary is *Merriam-Webster's Collegiate Dictionary (10th Ed.)*. As a companion book, *The Original Roget's International Thesaurus (5th Ed.)* is suggested.
- If you prepare or review correspondence containing many geographical references, *Webster's New Geographical Dictionary* will be valuable.
- Another essential writing guide is the *U.S. Government Printing Office Style Manual*. There is an updated, online version published in 2000.

<http://www.access.gpo.gov/styleman/2000/browse-sm-00.html>

- An outstanding tool for writers is *The Tongue and Quill*, published by the Air Force. This reader-friendly, comprehensive guide to communication has the answers to most of your questions on writing, editing, and formatting.

<http://afpubs.hq.af.mil/pubs/publist.asp?puborg=AF&series=33>

(Click on publication AFH33-337. This is a very large document, and you will need Adobe Reader to view it.)

APPENDIX D: STANDARDIZED DISTRIBUTION LISTS

The standardized distribution lists have been developed so that no one will be omitted when distributing copies.

NWS EXECUTIVE COMMITTEE

W - J. Kelly
Wx1 - J. Jones
W/CFO - T. David
W/SP - E. Johnson

AA STAFF OFFICES

W/IA - M. Yerg
W/EEO - G. Walker
W/SP - E. Johnson
W/COM - R. Exler

CORPORATE BOARD

W - J. Kelly
Wx1 - J. Jones
W/CFO - T. David
W/OST - J. Hayes
W/OS - G. Mandt
W/OPS - W. Telesetsky
W/OHD - G. Carter
W/SP - E. Johnson
W/CIO - C. Staton
W/NP - L. Uccellini
W/ER - D. Gulezian
W/SR - B. Proenza
W/CR - D. McCarthy
W/WR - V. Nadolski
W/AR - R. Przywarty
W/PR - R. Hagemeyer

CHAIN OF COMMAND

W - J. Kelly
Wx1 - J. Jones
W/CFO - T. David
W/OST - J. Hayes
W/OS - G. Mandt
W/OPS - W. Telesetsky
W/OHD - G. Carter
W/SP - E. Johnson
W/CIO - C. Staton
W/CFOx1 - M. Brown

OFFICE DIRECTORS

W/CIO - C. Staton
W/CFO - T. David
W/OS - G. Mandt
W/OHD - G. Carter
W/OST - J. Hayes
W/OPS - W. Telesetsky

NWS Coordination Staff

W - J. Kelly
Wx1 - J. Jones
W/EEO - G. Walker
W/SP - E. Johnson
W/CIO - C. Staton
W/COM - R. Exler
W/CFO - T. David
W/CFOx1 - M. Brown
W/OST - J. Hayes
W/OS - G. Mandt
W/OHD - G. Carter
W/OPS - W. Telesetsky
W/IA - M. Yerg
W/NP - L. Uccellini
W/ER - D. Gulezian
W/SR - B. Proenza
W/CR - D. McCarthy
W/WR - V. Nadolski
HR - L. Love
GCW - G. Tallia
LAW - S. Carter
PAW - C. Carey

REGIONAL DIRECTORS









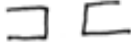
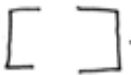








W/NP - L. Uccellini
W/ER - D. Gulezian
W/CR - D. McCarthy
W/SR - B. Proenza
W/WR - V. Nadolski
W/AR - R. Przywarty
W/PR - R. Hagemeyer

ALL ELEMENTS:

W - J. Kelly
Wx1 - J. Jones
W/EEO - G. Walker
W/IA - M. Yerg
W/SP - E. Johnson
W/COM - R. Exler
W/CFO - T. David
W/CIO - C. Staton
W/OS - G. Mandt
W/OHD - G. Carter
W/OST - J. Hayes
W/OPS - W. Telesetsky
W/ER - D. Gulezian
W/SR - B. Proenza
W/CR - D. McCarthy
W/WR - V. Nadolski
W/AR - R. Przywarty
W/PR - R. Hagemeyer
W/NP - L. Uccellini

APPENDIX E: EDITING MARKS

Common editing marks are listed below, what they mean, and an example.

	delete	Six cats s sit on the deck.
	insert	I love ap ^P les dipped in caramel.
	insert space	She listed the fruit: [#] apples, oranges, and lemons.
	insert line	Mr. John Smith
	close up	Jared love ^s his bath
	insert period	Now is the time to begin. I will start.
	insert comma	When you begin, finish within 2 hours
	indent	Once upon a time a charming baby boy lived in Glenside. He loved going for walks. Staring at the trees, he studied the movement of the leaves.
	double indent	The following editorial statement clarified the acronym rule.
	delete paragraph	Type the entire phrase the first time it appears, followed by the acronym in parentheses; then use only the acronym in the text following. Do not put the acronym in parentheses after the spelled out phrase if the acronym is not used again.
	capitalize	Her name is <u>mary</u> .
	use lower case	The Modernization nears completion.
	let it stand	WSFO Washington, D.C./Baltimore, MD provides forecast for Maryland. <i>stet</i>
	align	Sincerely, John J. Kelly Jr.
	separate words	The work ^{force} leaves at 5 p.m.
	replace word	The dogs ran ^{ran} unchecked.
	replace letter	Her mother ran ^a a bakery.
	spell out	His birthday is <u>6/25/98</u> . <i>sp</i>

